

Organizing to Change Local Tobacco Policy

Washington DOH-Tobacco Control Program Trainings:
Community Based Strategies for Policy Change
April-May 2004

What have we said about policy?

- It includes systems change, new laws, enforcement and voluntary policies
- It translates changing values into sustainable and enforceable policies
- Planning for policy change requires expanding your planning group to include those with specific policy interests

Why is DOH linking policy change with strategic planning?

- Our goal is to achieve sustainable progress over the next 3 years
- Policy change is the particular approach we are recommending to secure that progress
- The opportunities for policy change are extensive because the foundation for policy change is in place: public opinion, leadership, tobacco control infrastructure

How will you incorporate policy change into your strategic plan?

- Your strategic planning process will select which indicators to address in order to make the most sustainable progress you can over the next three years
- The next question is “how will you deliver the policy change you are promising?”


Will policy change be different for us?

- You can't do it by yourself
- It's a political process where you will encounter opposition
- It can be public and visible to all
- It tests our influence in the community
- It requires us to plan, plan, plan to improve our chances of success

Planning for policy change means...

- Being clear about your goals
- Figuring out necessary resources and the kind of organization you need to succeed
- Determining who has the power to give you what you want: the targets
- Who is on your side and can help convince the targets: the allies
- What kind of pressure can you bring to bear on your targets: tactics

5 elements of a campaign plan

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- Goals (long term, intermediate, short term)
 - Organizational issues
 - Allies and endorsers
 - Decision makers
 - Tactics

<u>Goals</u>	<u>Organizational Considerations</u>	<u>Constituents, Allies and Opponents</u>	<u>Key Policy Makers</u>	<u>Tactics</u>
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Goals



■ Long Term

- The ultimate objective e.g. get every smoker referred to a cessation program

■ Intermediate

- The specific policy goal for this campaign, e.g. get local clinic to implement brief intervention system

■ Short term

- An essential step toward the policy goal, e.g. secure support of nursing staff

Organizational Issues

- Resources needed
 - Staff, money, endorsements, turnout, press
 - How do we get what we need?
- Resources available
 - Donated staff, printing, contacts, support
- Recruiting and making your organization accessible to new members
- Recognizing members' priorities
 - Why are each of us here?


To recruit new leaders and members...it's best to have

- Single-purpose, time-limited, community-based and action oriented group
- Doesn't look, feel or act like a permanent public agency coalition
- Is independent. Subcontractor or county staff assists but does not control committee
- Contains new, often non-traditional, partners critical to credibility and progress on specific policy issue


One more time...

- In building coalitions to change policy, one size does not fit all. Every policy campaign requires a coalition or committee with different members
- Since policy coalitions must draw from outside the core agencies concerned with tobacco, policy coalitions need to be very accessible to new partners

Allies

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- Who has an interest in the policy?
 - What is our history with them?
 - What resources do they have to support the policy campaign?
 - What is their access to decision makers?
 - How are they organized?
 - How do we get to them?
 - Do they bring any baggage?

Opponents

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- Who believes they will suffer if the policy is implemented?
 - What resources do they have to oppose the policy?
 - What is their access to decision makers?
 - How are they organized?
 - How can they be neutralized or turned?

Decision makers

- The person(s) who can give us what we want, i.e. the “target” of the campaign
 - Personalize, not an institution but a person, e.g. the “swing” voters on Council or the CEO of the health plan
- Who has access?
 - If none, do we know someone who has access?
 - Do we have access to someone who has power over the target?

Tactics

- Tactics are what our allies do to our targets to persuade them to support our policy goal
 - Letter writing, emails, op-ed pieces
 - Delegations
 - Rallies and community meetings
 - Press conferences
- Tactics should be within the experience of the coalition, but outside the experience of the decision makers

Tactics apply the political power you have organized

- Political power comes from having
 - A coherent, well-prepared strategy with an achievable goal
 - Sufficient time to carry it out
 - Strong leadership
 - Having the right people influencing the right targets to give us what we want
 - Having the ability to mobilize large numbers of people in affected constituencies to attend meetings, press events, hearings, rallies, etc.

Exercise

- Break into groups.
- Each group will complete portions of the strategy chart for passing a smoke free parks, playgrounds and campgrounds ordinance in Cicero Falls
- Report back